



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH INFANTRY DIVISION & FORT CARSON
6101 WETZEL AVENUE, BLDG. 1430
FORT CARSON, COLORADO 80913-4145

AFZC-CG

1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Stewardship of Government Resources and Manager Review File Policy #13

1. REFERENCE.

DA PAM 710-2-1 & 710-2-2, AR 710-2-1 & 710-2-2.

2. PURPOSE. This memorandum directs procedures to promote good Stewardship of Government resources and defines Fort Carson's Management Review policy over expenditures.

3. POLICY. It is my intent to empower commanders to incur obligations, within their respective budgets, to sustain unit readiness. This comes with the responsibility of good stewardship and resource management. Stewardship goes beyond just managing the budget. It means that processes to acquire supplies and materials are disciplined and expenditures are reviewed by the chain of command and approved based on the commander's priorities. The Commander, 7th Infantry Division and Fort Carson, oversees resource management through the resource management offices (DRM/GRM), the Division G4, and the Program Budget Advisory Committee (PBAC) process. In addition, I retain final review authority over all requisitions / expenditure activities whether using our Standard Army Management Systems (STAMIS) or other manual/automated requisition procedures.

4. GUIDANCE.

a. MSC Commanders must actively and systematically review expenditures, keep commands' spending habits within budget, and oversee the management procedures to ensure that subordinate commanders comply with this policy, regulations, and fiscal law. Uniform management processes should be proliferated throughout the MSC and be reviewed periodically. The command inspection program is part of this review. This process must also include the timely management of the manager review file (MRF) that governs expenditures which support maintenance and readiness operations. Monthly reviews of subordinate battalions' expenditures are expected, at a minimum, with the results reviewed during the Division / Installation PBAC meeting. The PBAC will focus on resourcing and projecting readiness and training cost, prioritizing expenditures and identifying key unfinanced requirements.

b. Battalion level commanders must put into place a system that allows them to track expenditures within their units, stress stewardship, surface questionable practices, and ensure those who obligate funds are trained. At a minimum, a field grade officer will conduct weekly

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SUBJECT: Materiel Management Review Policy

reviews of the units' expenditures, track readiness cost via unit maintenance meetings, and ensure prudent measures are in place to highlight subordinate command expenditures. Subordinate commanders are directed to review and sign the Commander's Exception Report when items being ordered exceed prescribed thresholds.

5. SUPERSESSION. This policy letter supersedes Commanding General Policy File #16 dated 15 March 2004.

6. EXPIRATION. This command policy remains in effect until further notice.



ROBERT W. MIXON, JR.
Major General, US Army
Commanding

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1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Property Accountability Policy File #14

1. REFERENCES.

- a. Army Regulation 735-5, 28 February 2005, Policies and Procedures for Property Accountability.
- b. Army Regulation 710-2, 8 July 2005, Inventory Management Supply Policy Below the Wholesale Level.
- c. Army Pamphlet 735-5, 1 March 1997, Survey Officer's Guide.
- d. Fort Carson DOL, 30 October 1996, A Guide for the Report of Survey Officer.

2. APPLICABILITY. This policy applies to all Fort Carson units, commands, activities, and personnel, whether assigned or attached to Fort Carson. If outside commands or other parent organizations establish conflicting policies, such policies may apply on Fort Carson only if approved by me.

3. PURPOSE. To provide guidance on processing financial liability investigations of property loss and change of command inventory out-brief.

4. POLICY. Leaders at all levels will ensure they understand their specific responsibilities in regards to property accountability and when required, liability for loss. The references above provide regulatory and procedural guidance to meet these responsibilities. Deployment and redeployment operations orders provide additional guidance. I expect commanders to include property accountability procedures in their OPD/NCOPD schedule, both semi-annually and prior to deployments, to ensure up to date procedures are understood and requirements enforced.

a. Financial Liability Investigation Authorities. Battalion commanders will serve as the appointing authority for all financial liability investigations. Brigade commanders will serve as the approval authority and the Assistant Division Commander for Support (ADC-S) will serve as the appellant authority. These duties may not be delegated without ADC-S approval.

b. Financial Liability Investigating Officers. Battalion commanders will certify in writing that investigating officers are properly trained and prepared prior to conducting financial liability investigations. The investigation completed immediately after discovery

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SUBJECT: Property Accountability Policy

of property loss serves as the basis for determination of financial liability and therefore, must be thorough and impartial.

c. Change of Command Inventory Out-brief. MSC Commanders (the first 06 in the chain of command) will conduct an out brief at the close of company / troop level change of command inventories where both the inbound and outbound commanders report the results. The intent of the out brief is to confirm that the regulatory requirements for inventory management set by AR 710-2 have been followed and at a minimum that:

(1) Sub hand receipts have been updated, posted with all changes and updated with new signature and date.

(2) Financial Liability Investigations have been initiated and that the MSC commander is fully cognizant of the type, density, dollar value and preliminary circumstances resulting in the loss.


(3) A memorandum for record is in place reflecting the supply catalogs used and their date of publication.

(4) The status of all adjustment documents to the property book and a summary of the monetary value of those adjustments by type: 1) statement of charges, 2) cash collection vouchers, 3) short financial liability investigations, and 4) financial liability investigations requiring investigation.

5. SUPERSESSION. This policy letter supersedes Commanding General Policy file #17 dated 3 February 2004.

6. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.

7. POC for this policy is G4, 7ID located in Bldg 8100, room 100, telephone 524-0355/2381.



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1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Mandatory Hazardous Waste Awareness Training Policy File #15

1. **PURPOSE.** To mandate education of Fort Carson personnel (military, civilians, contractors) in the safe and proper management of hazardous wastes.
2. **APPLICABILITY.** The directive applies to all Fort Carson units, commands, activities and personnel (including civilian employees and supporting contractors) whether assigned or attached to Fort Carson and the Piñon Canyon Maneuver Site.
3. **MISSION.**
 - a. Fort Carson manages hazardous waste & hazardous substances under a State of Colorado RCRA Part B Hazardous Waste Permit. Federal and Colorado law and regulations require Installation personnel who generate, handle, manage or may come in contact with hazardous materials or hazardous waste during their normal duties to receive initial RCRA hazardous waste awareness training and subsequent annual refresher training.
 - b. The training is critical to protect the health of workers and create a sustainable environment. Primary topics to be covered during the training include requirements of hazardous waste generators, waste stream management, emergency response to hazardous waste fires, explosions, or releases.
 - c. Colorado inspects Fort Carson for compliance with these training requirements at least semi annually. Violations of the requirements can result in fines. **THOSE FINES WILL BE PAID BY THE UNIT RESPONSIBLE FOR THE VIOLATION.**
 - d. Only trained personnel will be allowed to turn in hazardous waste or materials at the DECAM Hazardous Waste Storage Facility (Building 9248).
 - e. Military personnel, civilian employees, and contractor personnel working in positions identified on the enclosed information sheet are to complete hazardous waste awareness training. This training, which is not anticipated to take more than 30 minutes, may be accomplished by:
 - (1) Scheduling with the DECAM Compliance Assessment Team for a unit level training session, or
 - (2) Completing the training at: <http://sems.carson.army.mil>, or
 - (3) Completing the training via CD available from DECAM, or


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SUBJECT: Fort Carson NCOES Professional Development, Troops Schools and Formal Military Schools Policy

- (4) Completing comparable contractor employee training, if approved by DECAM.
- f. The web-based RCRA hazardous waste training will be released upon signature of this memo. On-site briefings may be scheduled upon receipt of this memo.
- g. Web-based training will be automatically documented to a centralized database. Units/activities using on-site training or individuals using the CD must submit a roster to DECAM within 5 working days to document the training. Contractors providing their own training must receive approval of training content from DECAM and provide documentation of that training to DECAM before working with hazardous materials on Fort Carson.
- h. Units, commands, and activities are responsible for providing this memorandum to all contractors supporting or working with their organizations.
- i. Contractors may use the web-based training or CDs without charge. Compensation for the time spent training will depend on the terms of individual contracts.
- j. All leaders are to ensure:
- (1) All currently identified Soldiers, civilian employees, and contractor personnel assigned to or supporting their organizations complete and document the mandatory initial training no later than 10 working days upon receipt of this memo, and
- (2) All new personnel in the identified positions receive and document the training as part of their initial orientation, and all identified personnel repeat and document the training annually.
4. SUPERSESSION. This policy letter supersedes Commanding General Policy File Number #26 dated 3 February 2003.
5. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.
6. The DECAM POC is Burla Martin at (719) 526-0973.

Encl

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Major General, US Army
Commanding

HAZARDOUS WASTE AWARENESS TRAINING

REFERENCES.

- a. 40 CFR 264.16
- b. 6 CCR 1007-3, Part 264.16
- c. Fort Carson Regulation 200-1
- d. AR 200-1

Personnel in the following job categories are required to complete the Hazardous Waste Awareness Training:

- Automotive/aircraft mechanics - at all levels
- Unit supply personnel, armorers', POL handlers
- Painters- automotive and other painting processes
- NBC Officers and NCOs
- EOD personnel
- Radio and communication operators and electronics maintenance personnel
- Laboratory technicians
- Security personnel
- Fire Department personnel
- Environmental Protection Officers/NCOs

Units and activities are to evaluate personnel who may be generating, handling, managing, or transporting hazardous waste or materials in the normal course of business in addition to the above list to ensure they receive training.

Training Options:

- View the hazardous waste awareness training at <http://sems.carson.army.mil>. Click on "Training" tab and then click on the "RCRA Training" link. Follow the instructions to complete the training. Automatically, a training completion certificate will be produced and the information will be registered in a centralized database.
- Arrange for unit/organizational presentation of the Hazardous Waste Awareness Training by contacting the DECAM POC. Organizations selecting this option must provide DECAM with a roster of attendees containing: Last Name, First Name, MI, Rank, Position Title, Last 4 of SSN, Unit, and E-Mail address.
- Obtain a training CD from the DECAM POC. After completing the training, return the CD to DECAM and provide the documentation as required above for unit training.

The RCRA training will be available on CD, On-site, or Web-Based.

Only personnel having completed the RCRA training may turn in hazardous materials or wastes. Training records will be checked at the DECAM Hazardous Waste Storage Facility (Building 9248) upon presentation of the waste or material. Personnel who are found not to have completed the training will be required to receive on-the-spot training from DECAM personnel before turn-in process is completed.

The DECAM POC for this action is Burla Martin, 719-526-0973.



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1 November 2005

MEMORANDUM FOR See Distribution

SUBJECT: Standard Work Week Policy File #16

1. REFERENCES.

- a. Fort Hood and III Corps Command Policy CG-01, 13 Apr 2004.
- b. CO guidance, The Fort Carson and 71D (L) Battle Rhythm.
- c. 7th ID and FC Reg 350-1, Mountain Post Training.

2. PURPOSE. To provide guidance and establish policy throughout Fort Carson for work week standards.

a. Each MSC commander is responsible to ensure that Soldiers and leaders clearly understand the intent and spirit of this policy. A copy of this policy letter will be displayed prominently in each company/battery/troop area.

b. This policy applies to all Fort Carson units, commands, activities, and personnel, whether assigned or attached to Fort Carson. Supplementation of this policy is prohibited unless approved by me in writing. If outside commands or other parent organizations establish conflicting policies, such policies may apply on Fort Carson only if approved by me.

3. APPLICABILITY. This policy applies to all Fort Carson units, commands, activities, and personnel, whether assigned or attached to Fort Carson. If outside commands or other parent organizations establish conflicting policies, such policies may apply on Fort Carson only if approved by me.

4. DAILY BATTLE RYTHM.

a. Duty Day. Work formation will be held at 0850 hours, with duty from 0900-UTC. Lunch will be from 1200-1300.

b. Sergeant's Time. Sergeant's Time Training begins every Friday at 0630 hours with Physical Training, and continues from 0900-1500, lunch inclusive. Leaders training time will be from 1500-1550 followed by battalion formation and retreat at 1600 hours. Following retreat, every unit will release Soldiers: no last minute meetings or calls to duty. Any exception to the 1600 hours retreat formation and subsequent release must be approved by the first O-6 in the chain of command. Exceptions must be to support unit

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SUBJECT: Standard Work Week

training, i.e. gunnery. When Friday is a training holiday, Sergeant's Time will move to Thursday.

c. Reveille and Retreat.

(1) Reveille will sound every morning at 0600. The playing of reveille at 0600 does not indicate a start to your physical fitness training.

(2) Retreat will sound every day at 1700 except Friday or the last duty day of the week. On Friday, or in some cases, Thursday, due to Friday being a training holiday, retreat will sound at 1600.

d. Standard Work Week

Monday-Thursday	Friday
0600 Reveille	0600 Reveille
0615 Accountability Formation	0615 Accountability Formation
0630-0730 Physical Training	0630-0730 Physical Training
0850 Work Call Formation	0850 Work Call Formation
0900 Duty Day Begins	0900 Sergeant's Time Tng
1200-1300 Lunch	1200-1300 Lunch
1300-UTC Duty Day	1500 Sergeant's Time Tng Ends
1700 Retreat	1600 Bn Retreat Formation

5. WEEKEND/HOLIDAY TRAINING.

a. As a general rule, we will not train on weekends or holidays at Fort Carson. However there is no longer a requirement for units to request my permission to conduct training on weekends or holidays; authority for approval of weekend/holiday training is delegated to the first O-6 in the unit chain of command. Use sound judgment to determine if weekend/holiday training is necessary. If required to meet certain individual or collective training tasks ISO of your METL, weekend/holiday training should be reflected on the unit's training schedule, coordinated, and briefed to all Soldiers within the chain of command.

b. Units will continue to brief all weekend/holiday training during their SATBs for the upcoming two quarters.

c. Units will identify weekend/holiday training on their MSC Training Highlights. Highlights will be submitted weekly to the G3.

6. OFF-POST TRAINING. There is no requirement for units to request my permission to conduct off-post training. Authority for approval of off-post training is delegated to the first

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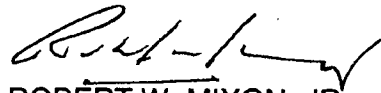
SUBJECT: Standard Work Week

O-6 in the unit chain of command. Units are responsible for conducting all coordination required for use of off-post training areas, to include maneuver damage control measures and environmental impact analysis, if required. Units will furnish a copy of coordination memorandum(s) and risk assessments to G3 Training prior to the training event, and identify the training in their MSC Training Highlights.

7. SUPERSESSION. This policy letter supersedes Commanding General Policy File #1 dated 17 May 2004.

7. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.

8. POC for this policy is the G3, 526-1299.



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1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Solicitation of Donations/Gifts Policy File #17

1. REFERENCES.

- a. Joint Ethics Regulation (JER), DoD Directive 5500.7-R.
- b. AR 210-22, *Private Organizations on Department of the Army Installations.*
- c. AR 215-1, *Morale, Welfare, and Recreation (MWR) Activities and Nonappropriated Fund Instrumentalities.*
- d. Fort Carson Regulation 608-47, *Family Readiness Groups on Fort Carson.*

2. APPLICABILITY. This policy applies to all Fort Carson units, organizations, commands, activities, and personnel. Supplementation of this policy is prohibited unless approved by the undersigned in writing. This policy will control if other command policies have conflicting provisions.

3. PURPOSE. The purpose of this policy is to provide guidance regarding the authorized solicitation of donations by Fort Carson personnel.

4. AUTHORIZED SOLICITATION.

- a. Personnel from the Directorate of Morale, Welfare, and Recreation (DMWR) Marketing office may competitively solicit support from potential sponsors for MWR events or programs.
- b. Family Readiness Group (FRG) members may solicit free or discounted food and other products from any individual or business to support FRG activities. Individuals soliciting donations on behalf of an FRG must ensure that they inform the prospective donor that they are soliciting on behalf of an FRG and not as a representative of the Army, and are not acting on behalf of the Army or any subordinate element or unit. Soldiers are prohibited from soliciting on behalf of an FRG but may participate in FRG fundraising activities that occur while they are off-duty if they wear civilian clothing. FRG solicitation and fundraising activities conducted on-post must be approved by the Financial Management Division, DMWR, at 526-5580.

c. Private organizations (POs) authorized to operate on Fort Carson may solicit donations from any individual or business. PO members who are also military members or civilian employees remain subject to the JER and other solicitation restrictions. Army personnel (military and civilian) may not solicit for POs while on duty, may not wear their uniform when soliciting, shall identify themselves as a member of a PO, and may not identify themselves as federal personnel (the use of their Army title, rank, or duty position when soliciting for a PO is prohibited). PO solicitation and fundraising activities occurring on Fort Carson must be approved by the Financial Management Division, DMWR, at 526-5580.

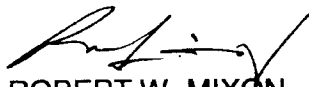
5. PROHIBITED SOLICITATION.

a. While acting in their official capacity, military members and civilian employees (except Combined Federal Campaign, Army Emergency Relief, DMWR Commercial Sponsorship, and other authorized DOD or Army program personnel) are prohibited from soliciting donations, either directly or indirectly, from any individual or business.

b. If commanders or supervisors become aware of a subordinate's improper solicitation, they must take steps to stop the conduct, rescind all requests, and return any donations received.

6. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.

7. Fort Carson personnel who have questions about this policy should contact an Ethics Counselor, Office of the Staff Judge Advocate, at 526-0618.



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1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fort Carson NCOES Professional Development, Troops Schools and Formal Military Schools Policy File #18

1. REFERENCE:

- a. ALARACT 069/2005 SUBJECT: NCOES POLICY (dtd 04/2005)
- b. ALARACT 140/2004 Subject: SELECTION AND SCHEDULING OF SOLDIERS FOR ARMY SCHOOLS (dtd 09/2004)
- c. ALARACT 103/2004 SUBJECT: CHANGES TO NCOES: AVAILABILITY OF COMMON CORE TRAINING/ AR 600-9 WAIVER/ATTENDANCE WITH PROFILES/ PLDC ATTENDANCE AND DIS-ENRO (dtd 06/2004)
- d. Message, HQDA, DAMO-TRC, DTG, 171421Z Dec 03, Subject: Army Physical Fitness Test Requirements for OER/NCOER and PME for Soldiers Deployed in Support of OIF, OEF and GWOT
- e. Message, HQDA, DAMO-ZA, DTG 0310101525Z Oct 03, Subject: Policy Guidance for Deployment/Mobilization Impacts on the Army's Professional Military Education System.
- f. AR 350-1, ARMY TRAINING AND EDUCATION, DATED 9 APRIL 2003.
- g. AR 635-200, ACTIVE DUTY ENLISTED ADMINISTRATIVE SEPARATIONS, DATED 6 June 2005.
- h. AR 600-20, ARMY COMMAND POLICY, 13 MAY 2002.
- i. AR 614-200, ENLISTED ASSIGNMENT AND UTILIZATION MANAGEMENT, 30 SEPTEMBER 2004.
- j. AR 140-158, ENLISTED PERSONNEL CLASSIFICATION, PROMOTION, AND REDUCTION, 17 DECEMBER 1997.
- k. MESSAGE HQDA, DACS-ZB, DTG R281230Z FEB 03, SUBJECT: DEPLOYMENT IMPACT ON THE ARMY PROFESSIONAL MILITARY EDUCATION SYSTEM.

2. APPLICABILITY. This policy applies to all Fort Carson units, commands, activities, and personnel, whether assigned or attached to Fort Carson. If outside commands or other parent organizations establish conflicting policies, such policies may apply on Fort Carson only if approved by me.

3. In accordance with references 1. a. and f., attendance at NCOES courses is a requirement of all Soldiers. Attendance enhances unit readiness and selection for NCOES represents a considerable resource investment by the Army. The current

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SUBJECT: Fort Carson NCOES Professional Development, Troops Schools and Formal Military Schools Policy

practice of canceling Soldiers' attendance at NCOES (ANCOC, BNCOC and PLDC) will cease. Commands may request deferments; IAW AR 350-1, paragraph 3-20. It is imperative that commands at all levels review and enforce this procedure.

4. The backlog for NCOES courses is steadily growing and will continue to increase without focused attention from our leadership at all levels. This situation will put the development of our future leaders at high risk. It is imperative that Commanders, Command Sergeants Major, and First Sergeants enforce NCOES course attendance across their units by filling every available seat, both at Fort Carson Distance Learning (DL) and at TRADOC schools. NCOES graduates are better trained combat leaders. This is a combat multiplier we can not afford to do without in the current war time environment. Train ahead your Soldiers who will be promoted during your deployment windows.

5. For units deploying to OEF/OIF and other operational areas in support of GWOT, unit Commanders will identify affected Soldiers and notify Commander, HRC, Alexandria (AHRC-EPT-TM) of their deferment requirements through the Division G1. HRC, Alexandria (AHRC-EPT-TM) has stated they will only accept these requests from Division G1. Requests for operational deferments must be fully justified through the Division CSM to the Commanding General Fort Carson (no further delegation is authorized; no exceptions) and submitted directly to HRC, Alexandria, ATTN: AHRC-EPT-TM. The request may be disapproved at any level in the MACOM chain of command, so do not prevent a Soldier from going to an NCOES school until approval has been granted.

6. Regular Army and mobilized Soldiers who do not attend a scheduled NCOES course and have not requested and received an approved deferment will be classified as a "NO-SHOW." Commanders are reminded of their authority and responsibilities, as outlined IAW AR 600-20. Commanders will take appropriate administrative or administer punitive action for those Soldiers failing or declining to comply with Army requirements. Under new policy guidance a "NO-SHOW" report will be provided by the G-3/5/7 (DAMO-TR) to the MACOMS on a monthly basis to assist in the management process to ensure accurate utilization of NCOES courses. There are to be no Soldiers from Fort Carson on the "NO-SHOW" report due to a unit's failure to comply with the Army policy.

7. Formal Military Schools and on post Troops Schools are experiencing the same issues. The Army is currently paying for unfilled seats, causing a significant loss in training dollars. Formal Military Schools are to be filled or returned NLT 45 days from start date to prevent any "NO SHOW." A tracking system will be instituted on the installation and provided to my Command Sergeants Major for recommended action. For on post schools units will be charged for "NO SHOW" when notification is not provided 5 working days prior to the start date.

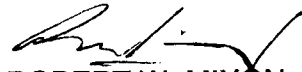
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SUBJECT: Fort Carson NCOES Professional Development, Troops Schools and Formal Military Schools Policy

8. Commanders who fail to comply with this policy and appear in the "NO-SHOW" report provided by the G-3/5/7 (DAMO-TR) with more than two Soldiers, as a result of the unit's failure to take timely action will receive verbal and/or written counseling. Failure to comply thereafter will be remedied by formal administrative actions.

9. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.

10. Points of contacts are the G3, SGM Fischer, 526-3562 or the Chief of Individual Training, Ms Millie Wheeler, 526-3821.



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1 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contact with External Auditors Policy File #19

1. **PURPOSE.** To provide guidance and establish policy throughout Fort Carson for contact with external auditors.
2. **APPLICABILITY.** This policy applies to all Fort Carson units, commands, activities, and personnel, whether assigned or attached to Fort Carson. If outside commands or other parent organizations establish conflicting policies, such policies may apply on Fort Carson only if approved by me.
3. **CONTACT WITH EXTERNAL AUDITORS POLICY.**
 - a. External audits of 7th Infantry Division and Fort Carson units and activities will be centrally monitored. This policy is intended to ensure that the Command is aware of all audits, that information given to auditors will come from appropriate sources for subjects reviewed, and that the impact on training schedules is minimized. Normally, every external audit starts with an entrance conference with a member of the Command Group. Internal Review (IR) is my principal agent with external auditors.
 - b. External auditors from agencies such as the U.S. Army Audit Agency (USAAA), U.S. General Accounting Office (GAO), and Department of Defense Inspector General (DoD IG) conduct audits of various functions, activities, and units at Fort Carson. I want to be sure that these audits do not become training distractions because of poor timing. It is also very important to me that auditors' conclusions are based on accurate and complete views of subjects using factual, pertinent, and correct information from qualified, knowledgeable people. Audit reports that are based on distorted or misinterpreted information will not be very useful management tools. Equally important, auditors must know the Command's position concerning audit findings and recommendations to ensure appropriate balance of views. These objectives in dealing with external auditors are best met through proper coordination.
 - c. To minimize distraction from training schedules and related installation support, at least 45-days advance notice will be given for external audits before work is started. Exceptions require approval from the Garrison Commander for Garrison organizations and the Chief of Staff for all other units and activities. However, if an earlier start date would be more advantageous to their organization, MSC commanders and staff

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SUBJECT: Contact with External Auditors

directors may waive the 45-day notice for audits within their units or activities. Units in the green phase of the training cycle will undergo audits during that period only if a specific audit objective requires the observation of unit operations during field exercises or Command approval is obtained for other reasons.

d. Units and activities will not respond to any request for information or visit from external auditors unless it has been previously coordinated with IR. If external auditors attempt to establish uncoordinated contact for any purpose, they will be immediately referred to IR, (719)526-9480, DSN 691-9480, mick.mickle@carson.army.mil.

e. This policy will not be construed as an impediment to cooperation with external auditors during properly coordinated audits.

4. SUPERSESSION. This policy letter supersedes Commanding General Policy File #8 dated 3 February 2003.

5. EXPIRATION. This policy letter will remain in effect until superseded or rescinded.

6. POC for this policy is IR, 526-9480.



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